



NATIONAL ASSOCIATION FOR STATE COMMUNITY SERVICES PROGRAMS

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Responsibility, Liability & Accountability

- ▶ All levels of the WAP

- ▶ DOE

- ▶ Responsibility

- ▶ Regulations, Rules & Program Guidance

- ▶ Liability

- ▶ Grantee Performance, Use of Funds, Authorization

- ▶ Accountability

- ▶ To Congress

- ▶ To WAP Clients

Responsibility, Liability & Accountability

▶ Grantee

▶ Responsibility

- ▶ To DOE, Sub-grantee, WAP clients

▶ Liability

- ▶ Sub-grantee performance, management of funds

▶ Accountability

- ▶ To DOE
- ▶ To State
- ▶ To WAP Client

Responsibility, Liability & Accountability

▶ **Sub-grantee**

▶ Responsibility

- ▶ To WAP Client
- ▶ To Grantee

▶ Liability

- ▶ Quality of work
- ▶ Management of funds

▶ Accountability

- ▶ To DOE
- ▶ To Grantee
- ▶ Actions

What Can Possibly Go Wrong?

▶ Clouded Vision

- ▶ No sense of accountability
- ▶ No intentions of performing quality work
- ▶ Thinking will continue to get by with poor performance
- ▶ Irresponsible management
- ▶ Grantee seeing liability and reacting
- ▶ Difficult road ahead

What Can Possibly Go Wrong?

- ▶ See Things as They Are
 - ▶ Few or no completions
 - ▶ Failure of staff to obtain or maintain certifications
 - ▶ Extreme low quality work issues
 - ▶ Significant monitoring findings - perpetual Quality Improvement Plan
 - ▶ Pattern of unutilized funds
 - ▶ No capacity or desire for WAP Staff to improve

Making the Tough Decisions

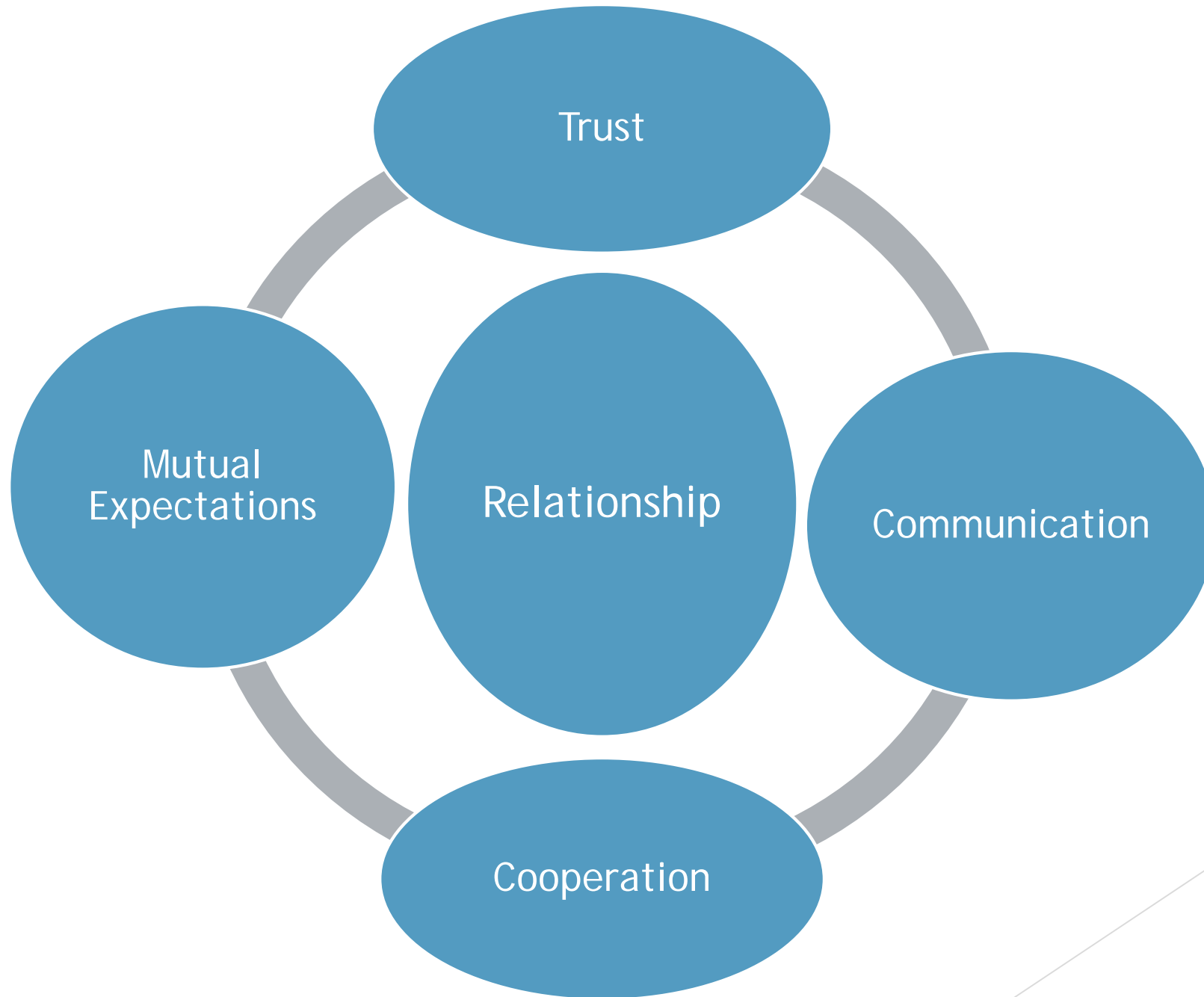
- ▶ Is there a time to walk away?
 - ▶ Fraud
 - ▶ Unwillingness to engage & cooperate
 - ▶ Clients left in harms way
 - ▶ Organizational issues beyond WAP's ability to fix
 - ▶ Situations beyond Grantee's ability to influence

Making the Tough Decisions

- ▶ **When do you work through the issues?**
 - ▶ When receptive to change
 - ▶ When willing to engage
 - ▶ Demonstrated desire to improve
 - ▶ This one can be tricky
 - ▶ When both the Grantee and Sub-grantee trust each other

Rebuilding a local WAP

- ▶ Elements to consider
 - ▶ Not a quick process - patience required!
 - ▶ Knowledge/learning curve of new staff
 - ▶ Willingness to devote time, energy & resources
 - ▶ Setting goals and timelines - monitoring progress
 - ▶ Evaluating overall strength of organization
 - ▶ Everyone on board for the long haul
 - ▶ Having the difficult discussions



NCCAA Weatherization

Then and Now

Then

- Struggled to make production
- Served 3 counties
- They saved clients about 15% on energy

Now

- We complete about 100 homes per year
- We currently serve 6 counties
- We save our clients on average 27% on energy
- Our current weatherization budget is 1.2 Million

How did we get to **now?**

- ▶ With some assistance from the state:
 - ▶ The state gave us time to hire new employees and get them trained. Without being burdened with production.
 - ▶ The state gave us ramp up dollars, to get the tools and equipment needed.
 - ▶ They had another Sub-grantee come in and consult. Extremely helpful, especially with fiscal

Some struggles along the way

- ▶ The state gave too much time for staff training without production.
 - ▶ The New manager was hired in October 2008, NCCAA had no production until April of 2009.
 - ▶ This made it difficult for the Executive Director to evaluate if the new employees where able to handle the task at hand.
 - ▶ The new manager was replaced in August 2009, not leaving the replacement with much training time.
 - ▶ There wasn't a current waitlist.
 - ▶ NCCAA did not have a weatherization policy and procedure manual.
 - ▶ This was during ARRA.

Having the Difficult Discussions

- ▶ Grantee met with Board of Directors
- ▶ Recommended firing all WAP staff
- ▶ Sub-grantee fired Executive Director & WAP staff
- ▶ Requirements
 - ▶ Mutual trust with an unknown relationship
 - ▶ Use neighboring sub-grantee to cover territory
 - ▶ Provide training and assistance
 - ▶ Ultimate focus on WAP clients

It's Your Turn

- ▶ **What would you do?**
 - ▶ Where would you draw the line in the sand?
 - ▶ What factors would you consider?
 - ▶ Can you predict when this is coming?
 - ▶ Are there any risk to attempting this?

Thank you!

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